

City Manager

City of Portsmouth

Position Specification
November 2023



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This recruitment profile outlines the qualifications, experience and characteristics determined to be necessary and desirable for successful performance as City Manager of Portsmouth, Virginia.

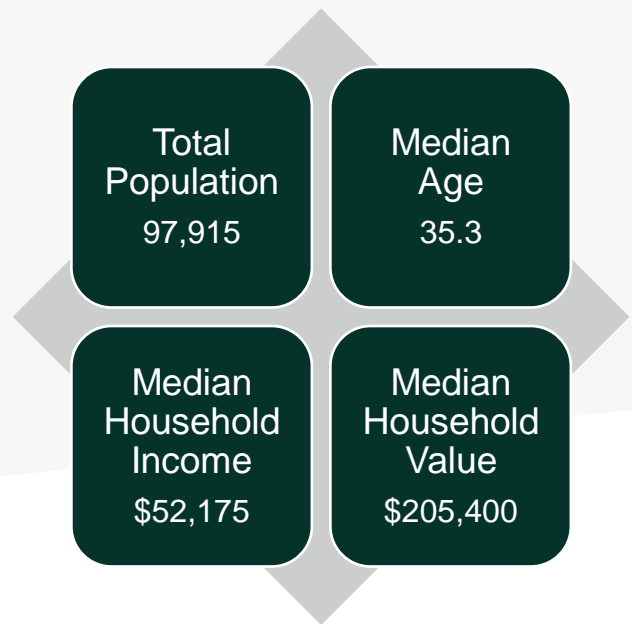
Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, via email to Audra.Cross@kornferry.com by December 8, 2023.



The Community

The City of Portsmouth was settled in 1752 and incorporated by the Virginia General Assembly in 1858. Over 250 years old, the city is home to one of the world's greatest natural harbors, situated on the James and Elizabeth Rivers, which empties into the Chesapeake Bay. Portsmouth, with a land area of approximately 30 square miles and a population close to 100,000 people, is located in the hub of the Hampton Roads Region. It is bordered by the cities of Chesapeake and Suffolk respectively to the south and west, and by the City of Norfolk to the east.

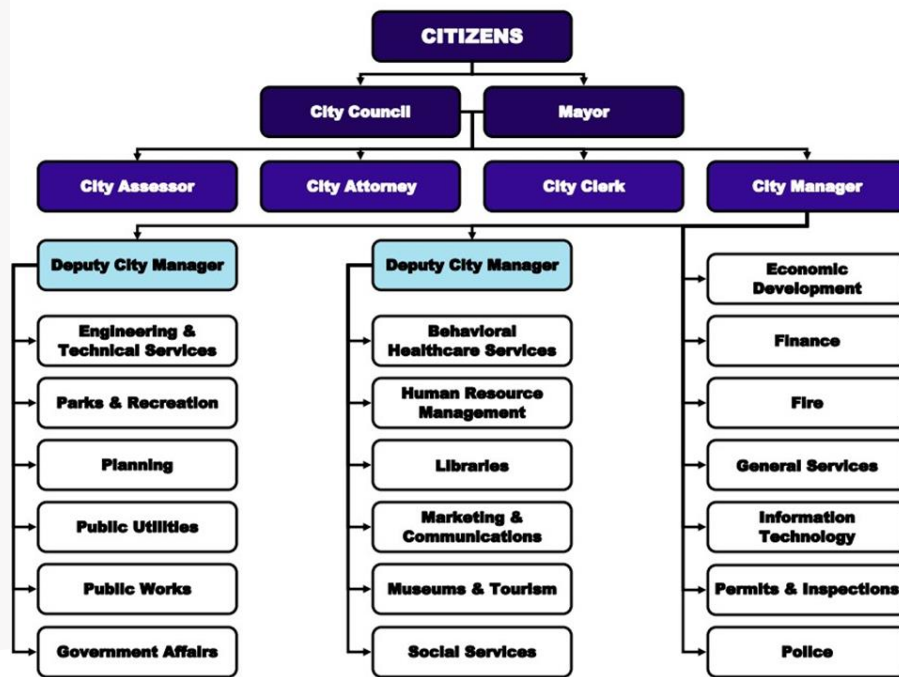
It is home to the nation's oldest shipyard and numerous military, federal, health, and transportation-related employers and assets including the Naval Medical Center Portsmouth and the Norfolk Naval Shipyard. The ocean is only 30 minutes away, downtown Norfolk is a 5-minute ferry ride across the Elizabeth River, and Colonial Williamsburg is a quick 45-minutes just up the road.



With 90 miles of shoreline at the zero milepost of the Intercoastal Waterway, which runs from Boston to Florida, Portsmouth's location on navigable waterways has been a dominant force in the City's history and economy. Located on the over 40 feet deep Hampton Roads shipping channel, the presence of both the CSX and Norfolk Southern Railroads supports the national and international port commerce activities and military presence in the region.

Portsmouth businesses employ some of the highest skilled and well-educated workforce in the Hampton Roads region. Recent business development has put Portsmouth on the map for growth in technology and higher education. Portsmouth is a Smart City and has a fiber optic ring in place to receive high-speed internet via a transatlantic communications cable.

The City has the authority of a consolidated city-county government, including allocating the budgets of Portsmouth Public Schools and constitutional offices such as the Sheriff and Attorney. It is governed under the Council-Manager form of government with approximately 1200 employees and \$846 million [budget](#) including CIP and Portsmouth Public Schools.



Key Initiatives

▪ Crawford Gateway Revitalization

- The purpose and intent of the progressive historic waterfront district is to:
 - Encourage development of high quality, mixed use residential, retail, office, or hotel development that is enhanced by its close proximity to the Elizabeth River waterfront.
 - Facilitate economic development in the city through enhanced commercial and residential development and increased tourism generated by riverfront development.
 - Promote a concentration of uses that result in a high degree of pedestrian attraction and activity along the waterfront, while protecting the area at the shore of the river from building development.
 - Integrate commercial and residential uses horizontally at the street level and vertically within buildings, while preserving the views of the Elizabeth River.
 - Ensure new development complies with and promotes the city's vision and plans for intensive downtown waterfront development, encouraging pedestrian-oriented streetscapes, connectivity of existing street and pedestrian systems, multi-modal transportation access, high quality architectural design and building materials, and protection of existing views.
 - Establish development requirements that are adaptable to changing market conditions, while encouraging creativity in the design of new mixed development centers.

- Capital Improvement Program

- Projects include sewer, water, drainage and street improvements, education, industrial and economic development, leisure services, municipal facilities, parking authority, and fleet management.

| Project Categories | Appropriated | Non-appropriated (Planning Purposes Only) | | | | |
|----------------------------------|---------------|---|---------------|---------------|---------------|--|
| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | |
| Sewer | \$ 23,450,000 | \$ 19,450,000 | \$ 21,950,000 | \$ 17,950,000 | \$ 14,950,000 | |
| Water | \$ 10,300,000 | \$ 44,950,000 | \$ 26,950,000 | \$ 8,850,000 | \$ 23,350,000 | |
| Drainage and Street Improvements | \$ 7,360,000 | \$ 8,950,000 | \$ 8,950,000 | \$ 7,450,000 | \$ 3,475,000 | |
| Education | \$ 2,600,000 | \$ 3,600,000 | \$ 1,600,000 | \$ 2,200,000 | \$ 3,000,000 | |
| Development | \$ 766,000 | \$ 250,000 | \$ 175,000 | \$ 175,000 | \$ 50,000 | |
| Leisure Services | \$ 700,000 | \$ 4,450,000 | \$ 750,000 | \$ 750,000 | \$ 425,000 | |
| Municipal Facilities | \$ 9,520,000 | \$ 5,725,000 | \$ 1,025,000 | \$ 925,000 | \$ 200,000 | |
| Parking Authority CIP | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | |
| Fleet Management | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | |
| TOTAL | \$ 56,796,000 | \$ 89,475,000 | \$ 63,500,000 | \$ 40,400,000 | \$ 47,550,000 | |

- Potential Infrastructure Bill Projects

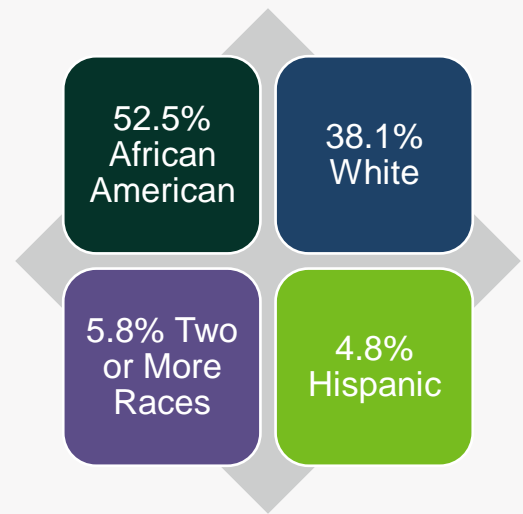
- Prentis Avenue Water Transmission Main
- Lake Meade Dam Rehabilitation
- Lake Cahoon Dam Rehabilitation
- Vacuum Sewer Replacement/Rehabilitation
- Cradock Fire Station
- George Washington Highway Culvert Replacement
- Complete High Street Innovation Corridor
- Public Safety Facility
- Public Safety Communications Upgrades
- Workforce Development
- Elm Avenue-Victory Boulevard Pedestrian Improvements
- Elm and Victory Roundabout
- Harper Avenue Improvements
- LED Street Light Upgrades

- Poverty Study

- In February 2017, the Portsmouth City Council held its annual retreat to identify several high-profile, high-impact issues that will require involvement from a variety of Portsmouth stakeholders, such as the public, the government, businesses, educational institutions, and community organizations. A top priority identified during the retreat was to create a City Council Taskforce on Poverty.
- Between February 2018 and June 2019, TPMA worked with Portsmouth's Planning Department, City Manager's Office, and a variety of community stakeholders to collect data and develop a report. The report includes information about poverty and its

effects in Portsmouth; contains an overview of Portsmouth's current poverty prevention, alleviation, and research efforts; reviews of other city's efforts to address poverty; provides findings from public input regarding the causes and correlations of poverty; offers recommendations for the Portsmouth City Council; and highlights priority census tracts within Portsmouth experiencing high rates of poverty.

- Recommendations to Council include:
 - Create and Support a Poverty Taskforce
 - Identify and Implement Policy Changes that could Affect Poverty
 - Ensure No Portsmouth City Employee Earns Sub-Poverty Wages
 - Actively Engage with Regional Partners
 - Strengthen the City's Relationship with Portsmouth Public Schools
 - Work with Media Outlets to Build a Positive City Narrative
 - Increase the City's Capacity to Apply for State and National Funds
 - Incorporate Poverty Alleviation into City Funding Processes



The Opportunity

Key Responsibilities

- Provides leadership and strategic direction for the effective management and provision of services to the citizens of Portsmouth.
- Formulates and recommends new and revised policies and operating procedures for approval by the Council.
- Prepares the agenda for Council meetings. Schedules decisions and reviews documents submitted for completeness and clarity. Attends meetings and presents oral reports.
- Ensures all laws, provisions, and acts of the council are faithfully executed and enforced.
- Oversees and submits the annual budget at the end of each fiscal year and presents it to the City Council and Mayor.
- Ensures development of individual department plans to implement city goals and objectives. Conducts necessary analyses to evaluate city performance.
- Hires and supervises all department heads and evaluates performance in a timely manner including the Chief of Police and Fire Chief.
- Represents the City and Council to media, citizens, and local organizations regarding questions, suggestions, and complaints.
- Assists the Council in the development of long-range goals for city services and finances.



Position
City Manager



Location:
Portsmouth, Virginia



Reporting Relationship:
The Citizens of Portsmouth and the City Council

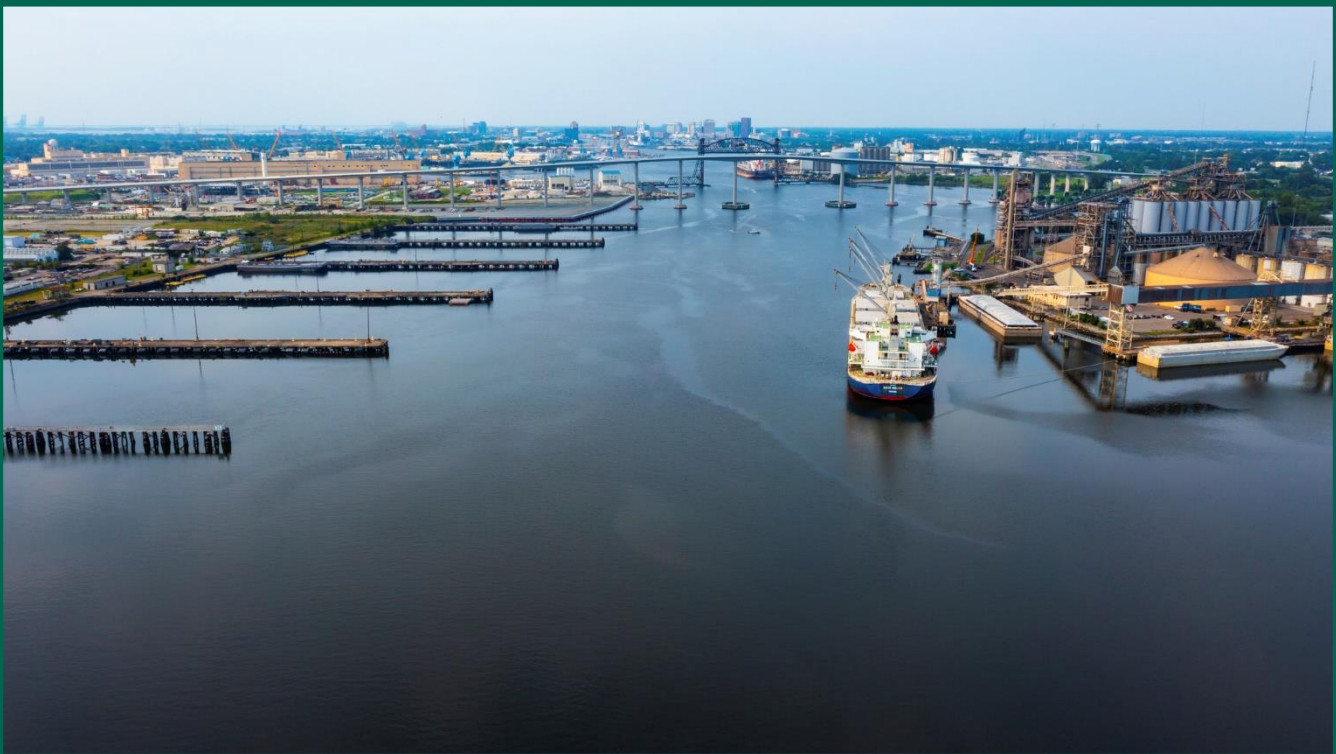


Website:
<https://www.portsmouthva.gov/>

Required Knowledge

- Municipal Government Administration
 - Comprehensive knowledge of modern principles and practices of municipal government administration. Understands highly complex laws, regulations, executive orders, agency rules, and the democratic political process as it relates to City Council. Knowledge of current trends and practices related to the use of technology.
- Leadership
 - Comprehensive knowledge of organizational and management practices as applied to the analysis and evaluation of programs, policies, and operations.

- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources management and leadership.
- Customer Service
 - Comprehensive knowledge of principles of effective public relations and interrelationships with citizens, private business, and other levels of government. Sets and meets a high level of standards for the provision of services.
- Budget Management
 - Thorough knowledge of the principles and practices of public budgeting, including public finance.



The Candidate

Experience and Professional Qualifications

The City Council is seeking candidates who are strong leaders in City/County Management with a proven record of providing effective leadership in a complex organization, preferably in a city, county, municipal or other level of government of similar size and demographics as Portsmouth. Ideal candidates will be able to drive innovation and move agendas forward in a multi-stakeholder environment. The successful candidate will demonstrate excellent communication skills and significant career success in building collaborative, effective relationships with a proven history of leading diverse communities. Additional experience in strategic planning, budgeting and project management, and complex problem solving, with the ability to work effectively in a wide variety of governmental disciplines is necessary, along with a knowledge of local government planning.

The City Council appoints a City Manager to act as Chief Administrative and Executive Officer. The City Manager serves at the pleasure of the Council, carries out its policies, and directs business procedures. He or she is responsible for the day-to-day operation of the City government and manages and supervises all departments, agencies, and authorities, and community organizations.

Skills and Competencies

- Possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community involvement and a desire for government transparency.
- Demonstrate significant accomplishments in complex project management with the ability to interact with elected officials, senior staff, boards or commissions and community organizations in the development and implementation of project goals and objectives.
- Have strong analytical skills with the ability to examine programs, budgets and proposed policies for efficiency and effectiveness; candidates must approach local government with a desire to improve processes and procedures in a thoughtful way that inspires directors, managers, and City employees.
- Have experience in economic development, fostering business-community relationships with the City; be adept at crafting and executing sustainable and equitable economic development initiatives.
- Successful completion of large, complex municipal infrastructure projects from beginning to end.
- Have a proven track record of delegating to staff and fostering trust with an attitude of teamwork and creativity in problem solving, while ultimately being accountable for the quality and effectiveness of overall performance of the organization.

- Have proven superior communication, interpersonal, and human relations skills, and adeptness at interacting with people possessing a wide variety of attitudes and in a wide variety of situations.
- Be committed to the community and the city management profession and have a willingness to commit to the community, including residency.

Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references, to Audra.Cross@kornferry.com by December 8, 2023.

Education & Credentials



- Bachelor's degree from an accredited college or university in Public Administration, Business Management, or related field.
- Advanced degree highly preferred.
- ICMA credentials highly preferred.

Compensation




- Annual salary range of \$230,000 to \$270,000 based on experience and qualifications plus excellent [benefits](#).

Media links



- www.portsmouthva.gov/
- <https://portsvacation.com/>



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About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development and Total Rewards. Visit www.kornferry.com for more information